



Flexible Approaches to Meet the Needs of SOF for the 21st Century

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The Future

- Complex challenges
 - SOF will be relied on to meet these challenges
- Tight fiscal constraints
- Modernization will be essential
 - Upgrade or replace current capabilities
 - New technologies to meet new challenges
 - Need “leap-ahead” capability to implement SOF vision

The Problem: How to Modernize?



SOF Acquisition Strengths

- CINC Special Operations Command
- USSOCOM Acquisition Authority
 - Special Operations Acquisition Executive
 - Special Operations Acquisition and Logistics Center
- SOF Funding
 - Limited funds, but under USSOCOM control
- SOF mission is *now*
 - Urgency, importance
- SOF is a small/flexible force
- Industry wants to work with SOF



Modernization

- To achieve modernization objectives must capitalize on SOF acquisition strengths and:
 - Take a hard look at all systems and programs
 - Create innovative ways to meet SOF's needs



Examine All Systems & Programs

- Look at the current inventory
 - Keep? Maintain & sustain? Should we upgrade?
- Look at what is in development today
 - When fielded, will it give our Special Operators a *significantly* improved capability? Do we need it?
 - If not, pull out & reinvest funds
- Look at what is needed for the future
 - Must conduct rigorous analytical assessment
 - Determine the extent of the value added



Analytical Assessment Capability

- To support review, need robust analytical assessment capability
- Provide support to Assessment Directors and Acquisition & Logistics Center
- Serve as adjunct to Strategic Planning Process
- Able to look at current systems as well as future concepts



Innovative Approaches to Support Modernization

- Future Concepts Working Group
- Leverage other DoD & non-DoD programs
- Use flexible Battle Labs
- Increase use of flexible contracting approaches
 - “Other Transactions”



Future Concepts Working Group

- To institutionalize change & advancement for the SOF warfighter
 - Harmonize implementation plan - focus efforts
 - Technology coordination
 - Gatherer of new concepts from all sources
 - Leverage industry



Expand Leverage of Other Government Programs

- Technical Support Working Group
 - Enhanced Night Vision Goggles
 - PBO Body Armor
- Defense Advanced Research Projects Agency
 - Tactical Personal Computer
- Department of Energy National Labs
- Others



Flexible Battle Labs

- Integrated Government-Industry team
 - Quickly established, quickly disbanded
- Formed to attack specific operational concept
- “Industry” = Companies, Universities, other non-Government groups
- Product -- Solution to problem and possibly initial prototypes
- Example: ElectroOptical Countermeasures



Flexible Contracting

“Other Transactions”

- Developed and championed by DARPA
 - Now available for all-DoD use
- Other Transactions (for prototypes)
 - Highly flexible contracting approach
 - Standard rules (FAR, TINA, etc) don't apply
 - Supports Government/Industry teaming
 - Emulates best commercial practices
 - Encourages commercial vendors who would otherwise not deal with DoD's bureaucracy



When to Use Other Transactions?

- Use when industry wants to be involved to develop a technology, or
- Technology has military & commercial application, or
- When Government wants to leverage industry's knowledge and resources, or
- When industry does not want to do things the typical Government way



Benefits from Other Transactions

- Gives access to more commercial technology
 - More attractive to “non-DoD” commercial firms
- Can better leverage commercial investment
 - Industry supports this type of effort to help them develop a commercial product
- Help transition technology to actual use
- Can quickly develop prototypes
 - Can rapidly provide interim operational capability



Current Examples from DARPA

- Global Hawk & Dark Star Unmanned Aerial Vehicles
- Autonomous Landing Guidance
 - Display and sensor system to allow pilots to land safely in low visibility conditions without ground radar
 - Consortium of commercial air lines, commercial avionics companies, and the military
 - Air Mobility Command and Air Force Special Operations Command



Potential Examples

Light Strike Vehicle

- USSOCOM/USMC Light Strike Vehicle
 - Ground vehicle to fit inside of the CV/MV-22
 - Continually “below-the-line” for development funds
- Interest from non-typical DoD industry
 - Baja racers, Off-road vehicle companies
- Potential commercial market
- Investment sharing for development
- Initial prototypes used by SOF for trials & early operational use
- Transition to “normal” production program to meet USMC and full USSOCOM need



Potential Examples

Counterproliferation Equipment

- Various equipment to support CP mission
- Non-typical DoD products, similar to needs met by private industry
 - Requires “non-DoD” industry partners
- Possible Military/State/Local Government use
 - Broad market & high interest makes commercial investment attractive to private industry



Summary

- SOF will remain the “force of choice”
- Must modernize for success
- Modernization with limited funds requires innovation
- Rigorous analytical review needed of current and planned systems
- Innovative methods such as flexible Battle Labs and Other Transaction development efforts can help SOF modernize for the 21st century